

## ACADEMY ASSOCIATES:



Cascade Center at  
University of Washington

# APPLICATIONS ACADEMY

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## THE APPLICATIONS ACADEMY

### The Applications Academy Charter

WHEREAS, the Department of Information Services has successfully partnered with colleague agencies for the past four years to solve real business problems by using new technologies in a series of strategic initiatives; and

WHEREAS, Governor Gary Locke has identified digital government as a transformational opportunity to set a course for the state that citizens really want; and

WHEREAS, Governor Locke has directed agencies to "expand online government services to provide easier access for the public;" and

WHEREAS, Governor Locke has also directed agencies to re-assign existing resources to higher priority activities as part of implementing Initiative 695; and

WHEREAS, Washington has The Digital Government Plan, comprised of business and technical strategies, to provide digital government services to citizens, businesses, and government entities; and

WHEREAS, the Washington State Legislature has directed the Department of Information Services to identify opportunities for the effective use of information services and to coordinate appropriate responses to those opportunities; to coordinate the effective use of voice, data, and telecommunication technologies; to increase information sharing opportunities; and to "assist in implementing such possibilities;" (Chapter 43.105 RCW) and

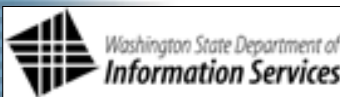
WHEREAS, the success of digital government will be realized through collaboration among government entities, industry experts and customers to accelerate learning and share best practices for developing Internet business solutions;

NOW THEREFORE, the Department of Information Services has created the Digital Government Applications Academy to **help agencies accelerate and synchronize the deployment of their digital government services.**



"Implement possibilities" - RCW  
43.105.017

Think differently, challenge  
assumptions, take risks



Accelerate ... transform ... create  
new citizen experiences

## The Charter

The Legislature has directed the Department of Information Services (DIS) to implement possibilities, an expression of which is the Digital Government Applications Academy - a place set apart for agencies to build digital government by doing, learning and collaborating. The Academy is a catalyst for rapid and replicable development of secure, convenient, and cost-effective Internet applications.

The Academy is a knowledge-rich learning environment where, like a university, collaboration and invention of the future abound. The Academy is where people are encouraged to think differently, challenge assumptions, take risks with new ideas, imagine the future - and then build it.

To that end, the Academy exists to:

- **ACCELERATE** the development and deployment of electronic government services (e-services);
- **TRANSFORM** manual or "come to our office" government business processes into streamlined Internet services;
- **ACCELERATE** the rate of learning about how to deliver Internet services;
- **PROVIDE** a place and a process for agencies, industry experts and customers to collaboratively explore and implement cutting edge technologies and practices;
- **REPLICATE** or clone e-service templates built by agencies which share a common business process, such as permitting;
- **CREATE** a common look and feel for applications across the enterprise;
- **CONNECT** new applications to new infrastructure such as security, authentication, and electronic payments;
- **PROVIDE** research expertise from the Cascade Center at the University of Washington's Daniel J. Evans School of Public Affairs;
- **PROVIDE** participants the opportunity for recognition at the University of Washington through certificates and other education opportunities offered at the Cascade Center;
- **FOSTER** an efficient digital government culture.

**The Academy Model: Decide, Build, Publish  
and Replicate**

Take full advantage of the Internet

Digital government is inevitable. It is not, however, always obvious how to build it right. The Academy provides a structured and safe place to transform public services to take full advantage of the Internet - to create new value, include new partners, and dramatically shorten business flows.

Avoid reinventing the wheel

The automobile industry has demonstrated that a single chassis and choice of engine can support any number of body styles and customer needs. This lesson of the industrial age is important for the designers of the digital age: Build an e-service template once, so that many agencies can pattern an even greater number of e-services from it, producing results that avoid "reinventing the wheel."

A number of self-selected agencies that provide a common type of service come together as a "class" to focus on a new e-service - for example, permitting. One agency volunteers to actually develop its project in the Academy facility.

The class develops a "syllabus," listing the key decisions to make, the business processes to streamline, and the technology to architect or develop. For example, these items might include order fulfillment, accounting for electronic payments, common tool selection, or technology integration.

Harness the power of synergy and collaboration

The collaborative process that is the hallmark of the Academy then brings together the business experience of agencies, the cutting-edge practices of industry experts, and the input of customers in highly focused, facilitated sessions to drive to closure on each item in the syllabus. The State Auditor and other oversight entities will be consulted to help the class ensure that controls are placed properly and business processes are auditable.

Each class decision is built into the project being developed in the Academy, so that agencies can obtain immediate, practical feedback on the quality of that decision. The decision results are then published on the Academy Intranet web site.

Solve common business problems with application templates

As these decisions are made, an e-service is built, and a template emerges that reflects the best thinking of a broad range of agencies, industry experts, and customers. Other agencies can then use this template to build a similar e-service or can extract a single decision from the template to build a different e-service.

Each e-service that comes through the Academy is developed around this common approach - decide, build, publish and replicate.

Serve One Citizen through One Government

## Results Matter: Building Digital Government

The Academy's decide, build, publish and replicate model is a disciplined approach focused on results so that:

- Internet applications get built quickly with a focus on customer needs;
- Citizens, businesses, and government staff who know how to use one application know how to use all applications that were built off the same template;
- State government emerges online as a cohesive, single enterprise to citizens and businesses.

Agency participants can help develop additional new e-services, based on the Academy experience, back at their own agencies. Like all educational entities, the Academy expects that students will do their greatest work after graduation!

## Integrate e-service Architecture

In developing e-services, agencies are properly focused on transforming both their business processes and the public's experience. Depending on the characteristics of the applications under development, agencies may need access to new Internet-related infrastructure.

These new infrastructure components and services--which include but are not limited to authentication, security, personalized Portal access, credit card processing and other forms of electronic payments, and digital archives - will be available for agency use.

## A Neutral Environment for High-Tech Companies

Engage high-tech companies to implement emerging technologies

The Academy provides an open environment for engaging the private sector in ways that allow the state to tap best practices and emerging technologies from established players and start-ups alike. A growing number of high-tech companies have agreed to provide technology coaches, development days, and access to best practices through the Academy.

## Formalizing the Learning Environment through the University of Washington

To contribute to the education of Washington state managers in the transformation to digital government, and to the education of those in the school's other masters and executive programs, the Digital Government Applications Academy has forged an alliance with the Cascade Center for Public Service at the University of Washington's Daniel J. Evans School of Public Affairs.

Earn university credit

Some Academy courses and project activities are expected to count toward certificates and educational opportunities offered through the Cascade Center. Graduate students are also expected to assist in selected Academy projects, documenting examples of the Academy's work and the work processes, especially through case studies.

## Digital Government for the 21st Century

Other states are transitioning to Internet-based service delivery either through a separate authority or by outsourcing their entire Internet strategy.

Foster core competencies of government for the 21st century

While others outsource, Washington believes that transforming services and delivering government online are core competencies of government in the 21st century.

Washington's approach allows the state to deliver the widest possible array of secure, convenient, and cost-effective services to its citizens and businesses. It is a means to a more perfect end -- making Washington state the most citizen-centric government in the nation.

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For more information regarding The Digital Government Applications Academy please contact:

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